

Metrics in the Department of Veterans Affairs (Executive Order 13522)

Progress Report to the National
Labor Management Council
Wednesday March 21, 2012

Objectives

- History of VA joint Labor/Management collaboration
- The Department's Performance Management Program
- The Department's metric selection process for compliance with EO 13522
- Progress on Metrics
- Houston Regional Office (Best Practice)
- Department's Next Steps

National Partnership Council (NPC)

History

- Established in 1994
- Advisory Council to the Secretary
- Oversees the implementation of Executive Order 13522
- Has 12 National Labor Representatives and 12 Department Senior Leaders:
 - AFGE, NFFE, SEIU, NAGE, and NNU
 - VHA, VBA, NCA, OGC, OIT, and LMR
- Evaluates annual applications for Secretary's Partnership Award

History (cont'd)

- Secretary's Award winners have measurable accomplishments that include:
 - Improvements in patient care services
 - Development of awards program to recognize the accomplishments and achievements of all employees. Its success improved employee morale at the facility
 - Improved effectiveness of employee development, supervisory training and leadership development, coordination of Network operations and workers' compensation case management.

VA Performance Management System

- The Department has a robust Performance Management System (PMS)
- This system provides results on VA's progress towards providing America's Veterans with the best in benefits and health care.
- Performance is measured using Monthly Performance Reviews (MPR) and Performance and Accountability Report (PAR)
 - Performance is measured with metrics used in Strategic Plan and Planning, Programming, and Budget System (PPBS) planning cycle
 - Confirmed during programming and budget phase
 - Measured in MPR
 - Reported annually through PAR

Metric Selection Process

- Each Administration recommended specific metrics from the comprehensive list of relevant measures
- NPC then developed and concurred on the metric submissions for the Department
- NPC decided to use its own survey for the labor metrics as a compliment to the Department's long standing All Employee Survey for the employee satisfaction theme
- Metrics were submitted by the National Partnership Council, which selected three key initiatives (1) Establishment of Dept-wide Forums, (2) Forum Development Levels, and (3) Wellness is Now (WIN)

VA Metrics Outcome

- **National Partnership Council**
- **Establishment of Department wide forums**
- Goal- 251
- 208 (83%) Feb 2011
- 203 (81%) Dec 2011
- 48 not established, At least 5 forums that were established in February 2011 have been dissolved
- **Forum Development Levels-Agility-(Labor Management Relations)**
- Goal- 75% of the Department Forums will be at level 3 or 4 (188)
- 167 -Feb 2011
- 160-Dec 2011
- Forums remaining at level 1 or 2 at the time of this report are being scheduled for NPC developed intervention

VA Metrics Outcome (Cont'd)

- **National Partnership Council**
- **Completion of Health Risk Assessment-Employee Responsiveness-(Mission Accomplishment)**
- Goal: 50% increase in the number of completed assessment
- 6%-Feb 2011
- 9%-Dec 2011
- NPC members or designee continue as members of the Departments steering committee

- **All Employee Survey Data-Job Satisfaction Index (JSI) Employee Satisfaction**
- Goal: Monitor
- 3.1/5.0 (2009)
- 3.8/5.0 (2010)
- 3.8/5.0 (2011)

VA Metrics Outcome (Cont'd)

National Cemetery Administration

Appearance of Grounds-Customer Satisfaction

Goal: At least 1% increase in the number of customers satisfied with the appearance of the grounds

98%-Feb 2011

98%-Dec 2011

Time To Mark Graves-Process/Cycle Time-(Mission Accomplishment)

- Goal: Reduction in the number of days in the process of ordering and setting of head stones
- Receive to set 3 days-Feb 2011
- Internment to release 4 days-Feb 2011
- Receive to set 4 days-Dec 2011
- Internment to release 4 days-Dec 2011

VA Metrics Outcome (Cont'd)

- **National Cemetery Administration**
- **Safety-Higher Productivity-(Mission Accomplishment)**
- Goal: Reduce the number of staff hours lost due to injuries; a reduction in the filing of CA-1's
- 123 injuries (2010 data)
- 82 injuries (2011 data)
- 70% of cemeteries report a reduction in injuries; while 30% of cemeteries report an increase in injuries

VA Metrics Outcome (Cont'd)

- **Veterans Health Administration**

The percentage of unique patients waiting on the access list more than 14 days from desired date does not exceed 1% for Primary Care

Timeliness-(Mission Accomplishment)

Goal: %< 1

- .83%-Feb 2011
- .79%-Dec 2011

VA Metrics Outcome (Cont'd)

- **Veterans Benefits Administration**

The percent of claims processed greater than 125 days-Timeliness-(Mission Accomplishment)

- 58.7%-Feb 2011
- 59.2%-Dec 2011

- **Claims Quality -Quality-(Mission Accomplishment)**

- Goal: 98%
- 83.3%-Feb 2011
- 83.6%-Dec 2011

Houston Regional Office

- The Houston VA Regional Office (HVARO) administers Compensation and Pension (C&P), Vocational Rehabilitation and Employment (VR&E) VetSuccess, and Home Loan Guaranty Programs for Veterans and their dependents in the 90 counties of southern Texas, the Republic of Mexico, Central and South America and the Caribbean. Other services provided include but are not limited to, specially adapted housing grants, benefits counseling, outreach services for the homeless, elderly, minority, and female Veterans. The HVARO has out based offices in San Antonio, McAllen, and Corpus Christi, Texas, and also has out based employees located in Waco, Amarillo, New Orleans, Oklahoma City, and Little Rock.
- The HVARO is authorized 592 full-time employees and an operating budget of more than \$58 million. The HVARO serves a Veteran population in excess of 759,000 and is paying over 136,000 Veteran clients more than \$154 million per month in C&P benefits within its jurisdiction.

Houston Regional Office

- The HVARO is serving in a key role for many forward-looking transformation initiatives to improve the services provided to our Nations Veterans
- Those initiatives include the National Appeals Redesign pilot, the Express Lane Team pilot, The VR&E VetSuccess program, VetSuccess on Campus initiative, and the HVARO has also been recognized for its greening and energy conservation efforts.

Keys to Partnership Success at the Houston Regional Office

- Mutual interest in improving services to the Veterans
- Collaboration and communication
- Pre – Decisional Involvement
- Risk Taking
- Trust
- Success